



Operational Discipline: Rollout and Training



What the Training Session will look like

- Welcome, Introductions and Agenda Review
- Case for Change
- Leadership Essentials
- Introduction To Operational Discipline: Phase 1
 - Flawless and Consistent Execution of RI 9900 via the JJSV/JHAs and JJSV/JHA Audits:
 - Consistent Usage, Review and Validation of Work Procedures and other Reference Tools:
 - Consistent and regimented application of Crew Management "Best Practices":
- Key Roles
- Wrap-Up and Next Steps
 - Breaks will be given around every 60-90 minutes
 - Lunch will be provided



Welcome

- Safety Information
 - Introductions to OD Project Team and L&D Organization
- Purpose of this training
- What we will accomplish by the end of the day
- What to expect going forward



Case for Change

Why do we need to do anything different?

- Prevent future incidents, not react to past incidents
- Invest in the critical leadership roles
 - Raise our leadership game



Specific Cases That Call for Change...

- During Sulfiding of TKC Reactors, Quench valve was opened to address activity in bed one allowed excessive flow through FC and over pressured 20 plant which released to Flare Gas recovery through PC2092. Flare gas recovery was unable to recover excess flow, went to South and North Isomax flare stacks.
- Flare event, product routings incorrect. During start up of the FCC product routings (light/ heavy gasoline, and debutanizer overhead) were incorrect resulting in the lifting of pressure relief device
- Recording chart for DWOP water temperature did not operate for 2 weeks while operators recorded straight line data without questioning it. Also, the chart was incorrectly installed.
- While injecting arsenic into the A train, the operator realized it was actually ammonia when he detected the odor.
- Board Operator not using start up procedure while starting Unit for first time
- Relief HO not verifying system isolation leading to an Av-Gas spill and improper isolation during hot work.
- OE Audit Finding regarding Leadership Accountability, numerous examples of poor housekeeping and unsafe conditions



A Time For Change...

Why change now?

- We have many new leaders in place
- We have many new operators, supervisors, and even more change on the horizon as we continue to evolve our operations and also face significant retirements in the near future

A decorative vertical bar on the left side of the slide, consisting of a light blue rectangle, a thin dark blue vertical line, and a thin grey vertical line.

LEADERSHIP EXPECTATIONS



Thought Provoker

Think about the characteristics of a good leader who encouraged, inspired, and challenged you to be successful...





Setting the stage...

- Why spend time talking about Leadership?
 - We recognize you are all Leaders
 - ▶ How So?
 - We can all improve how we lead
 - ▶ How So?
 - You are a part of our Leadership Team and key to our success



Behaviors of Good Leaders

- Provide clear, pinpointed direction and expectations
- Provide pinpointed, meaningful Positive Feedback
- Provide pinpointed, meaningful Constructive Feedback

Set Direction & Expectations For OD



Provide background as needed

Example: "In our continued effort to improve our safety and performance, we will strive to do each task the right way, every time"

Explain what you will be doing

Example: "Each Head Operator will be conducting LPO Observations on the Joint Job Site Visit and sharing with you what we observe".

Example: "Head Operators will be reviewing tasks before hand to determine if a Procedure is required for that task".

Example: "Head Operators will meet with you daily to review our target areas, and following up with you throughout the day, to help remove any barriers in your way"

Expectations

Example: "My expectation is that you execute the JJSV as it is outlined in RI 9900"

Example: "My expectation is that we use Procedures for any task that requires a Procedures and update any Procedures we feel do not adequately represent how that task is performed"

Explain how their behavior will impact the group

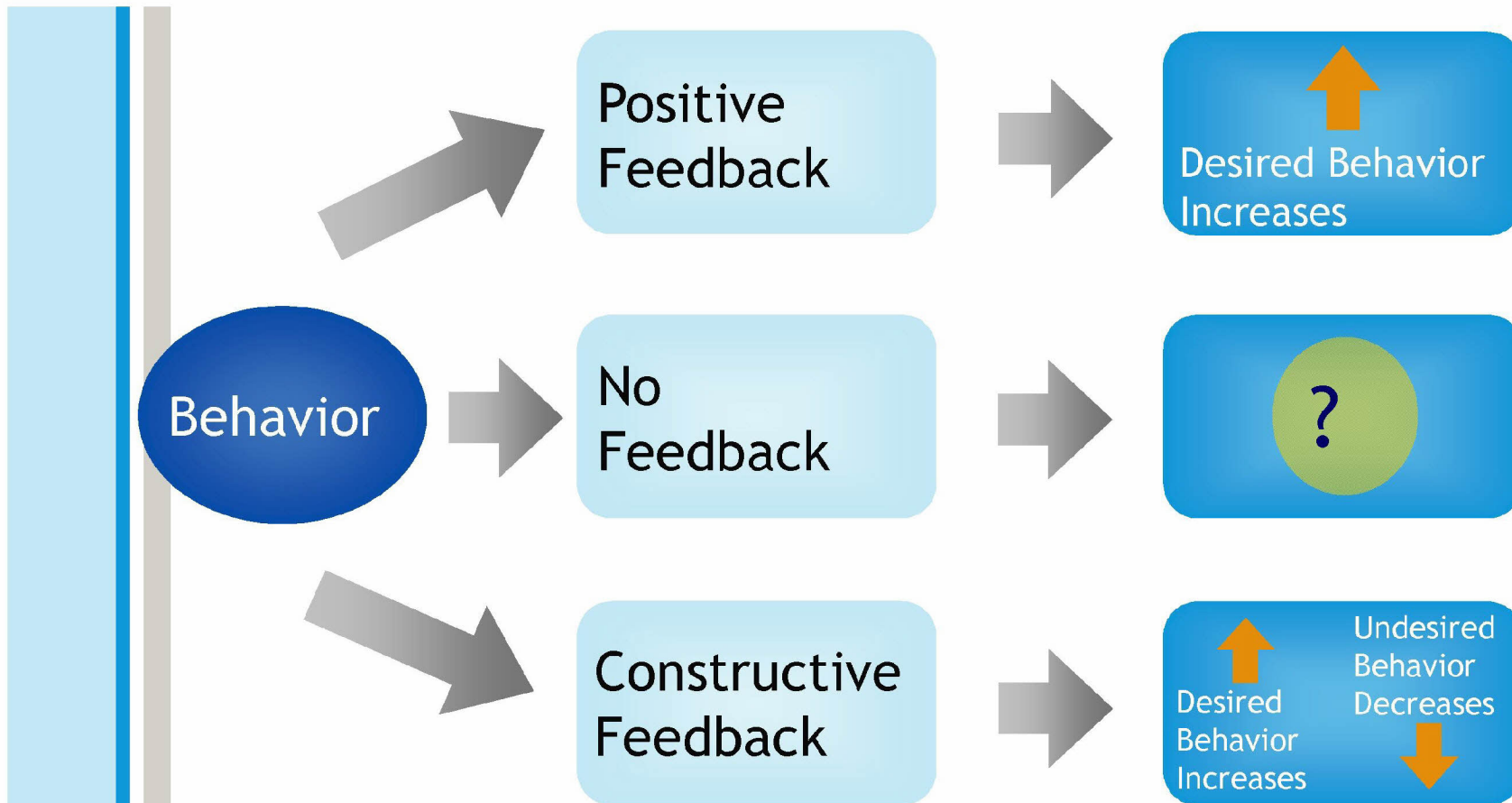
Example: "By doing these things well, we expect the communication to improve between our crews, HOs, STLs, and other key people which will eventually lead to fewer incidents"



What is Feedback?

- Any **information** you provide to someone after they have engaged in a behavior
- It tells them what to **repeat** or **do differently**
- Typically is the **MOST powerful** and **LEAST utilized** consequence
- It has a **short shelf-life**—the longer you wait, the less effective it is.
- Depends upon establishing **dialogue** between the giver and receiver

Feedback Is Your DUTY





Tips for Delivering Effective Feedback...

- Use "I" statements
- Convey intent to help; that you care
- Maintain good eye-contact
- Relaxed, open body language
- Have a conversation, not give a speech
- Free of distractions
- Adapt to their setting
- Get agreement on behaviors to continue or change



Group Discussion

What would you do if you...

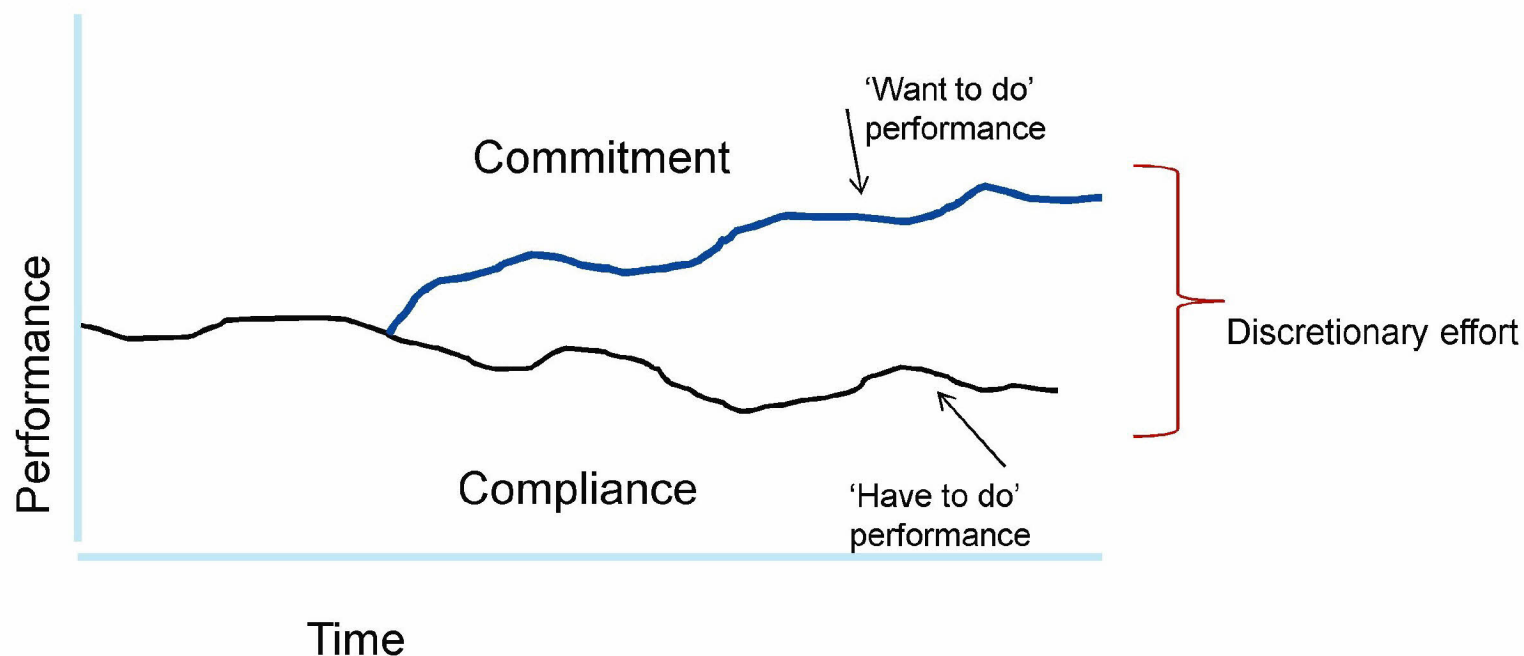
- ...observed an individual who COMPLETED a thorough JJSV BEFORE Maintenance work began.
- ...observed an individual who used a WORK PROCEDURE and RED-LINED THE PROCEDURE without being asked.
- ...observed an individual who HAS COMPLETED A SUPPLEMENTAL LOTO AUDIT.
- ...observed an individual on night shift, who did not isolate a piece of equipment that maintenance will work on after you had asked an individual to do so.
- ...observe an Operator that does not follow a Procedure for a task you asked him/her to complete and/or red-line during the shift



What Good Leadership Can Do...

Discretionary effort is that extra level of performance people give when they WANT to do something as opposed to when they HAVE to do something.

Discretionary effort will occur most when behaviors are positively reinforced.

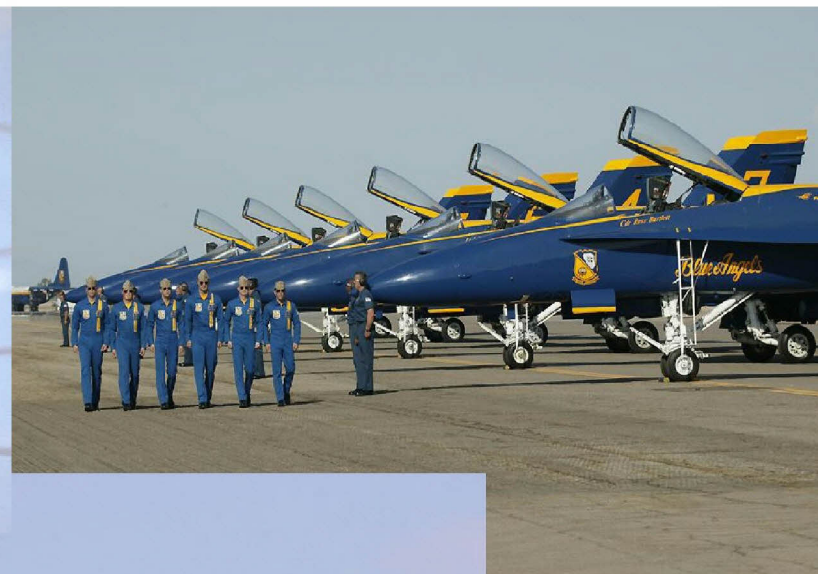




OPERATIONAL DISCIPLINE: WHAT IT IS



Operational Discipline





Operational Discipline at Richmond

Phase 1: Operations,
Maintenance and QCD

Phase 2:

- Technical, HES, Plant Protection and others
- Additional focus areas for Operations and Maintenance

Initial focus for Phase 1:

- Consistent Adherence to RI 9900 (LOTO) – Specifically the JJSV
- Consistent Adherence to Following Work Procedures
- Consistent Application of Crew Management Best Practices



Operational Discipline

- What you all have said about Operational Discipline (during various interviews):
 - Key Strengths:
 - ▶ Common understanding of the importance of RI 9900
 - ▶ Widespread knowledge of the roles and responsibilities around RI 9900
 - ▶ Head Operators understand that they are a leader for their crews
 - ▶ Recognition that the focus of Operational Discipline is not outside the normal expectations of your role
 - Areas of Opportunity:
 - ▶ Expectations are not consistent across Operating Areas and even Operating Crews
 - ▶ A need for greater clarity around the expectations for using Procedures and how they are updated
 - ▶ The need for improved communication between the STLs to HOs is needed
 - ▶ The Joint Job Site Visits could be done much better



OD Expectations

1. Daily Communication between the STL and the HO
 - Start of shift meeting between the STL and HO to set Shift Expectations
 - End of shift meeting to discuss Shift Expectations accomplished
2. HO/Crew gatherings at start of shift
3. HO attendance at Area Business Unit Meetings (Mondays, Wednesdays and Fridays)
 - Purpose:
 - ▶ Area Business Unit Daytime support provides HO with a view into the business unit decisions and future plans
 - ▶ Provide HO and STL a forum to discuss issues and concerns they may have
4. Monthly Focus Area on Joint Job Site Visit LPOs
 - Each crew to conduct one JJSV LPOs per month
 - Each crew to document LOTO Audits during Nights and Weekends
5. Participation from your Supervisor/Manager
 - The Section Head and RBM will periodically attend your end of shift reviews
 - The Section Head will provide you with monthly feedback the on execution of Operational Discipline



REFRESHER TRAINING



RI 9900 Refresher

- Have you ever seen a LOTO not up to your standards?
 - What did you see?
- Have you ever seen a LOTO done exceptionally well?
 - What did you see?



RI 9900 Refresher

■ Purpose

- RI 9900 is the Refinery-wide standard and provides procedures to control hazardous energy prior to releasing equipment and/or piping for Mechanical work

■ Objective

- When equipment and/or piping is locked, tagged, and released in accordance with this Refinery-wide standard, incident occurrence is significantly reduced

■ JJSV Form



JJSV/JHA Form

■ Blind List Form



Blind List Form

■ LOTO Audit Form



LOTO Audit Form



RI 9900 Refresher (cont.)

■ Key Roles

- Operator Responsibilities (for a complete description, refer to RI 9900)
 - ▶ Complete Isolation Blind List
 - ✦ Field verified by HO/HO qualified personnel
 - ▶ Shut Down Equipment
 - ▶ De-energize Equipment 480 Volts or Below – Involving Physical Contact with Rotating or Reciprocating Equipment
 - ▶ De-energize Equipment 480 Volts or Below – Not Involving Physical Contact with Rotating or Reciprocating Equipment
 - ▶ Identify Circuits Higher Than 480 Volts
 - ▶ Clean Equipment
 - ▶ Apply LOTO to Equipment
 - ✦ Complete JJSV with Maintenance at Job Site
 - ▶ Observe Work in Progress



RI 9900 (Cont.)

■ Key Roles

- Maintenance Craft Responsibilities (for a complete description of roles and responsibilities for Mechanics, refer to RI 9900)
 - ▶ Head Mechanic provides blank copy of JJSV/JHA form to Craft Mechanic
 - ▶ Craft Mechanic takes JJSV/JHA form to Operations to complete
 - ▶ Operator places JJSV/JHA into tube
- Management Responsibilities
 - ▶ The Business Unit and Maintenance Managers ensure personnel under their direction are trained, prepared, and comply with the requirements of this instruction. This includes implementing an **effective audit process** to assess the level of compliance and understanding of this instruction, and taking appropriate and timely action to address any deficiencies
 - ▶ [Operations Supervisors]Assists in preparation and review of shutdown, repair, cleanup, and start-up plans to ensure a safe and complete equipment turnaround
 - ▶ Reviews audit reports for their facilities and provide appropriate reinforcement to encourage compliance and correct deficiencies

■ Link to RI 9900

http://www.ric841.chevron.net/referenc/REF_INST/RI-New/ri-9000/ri-9900.pdf



Joint Job Site Visit Observations

- Joint Job Site Visit (JJSV) Definition:
 - The JJSV is a dialog or discussion between Maintenance and Operators at the job site. The purpose is to answers questions or concerns regarding the job, preparation of the job site and potential hazardous activities in the plant. The JHA/JJSV form is completed in accordance with this dialog or discussion
- Why focus on the JJSV:
 - It is believed that if this one activity is performed well, consistently, the other critical elements of RI 9900 will be addressed
- Pairing with LPS
 - Expectations:
 - ▶ Minimum of one Joint Job Site Visit LPO (leveraging the JJSV JLA) a month per Crew
 - Things to ask when observing a Joint Job Site Visit*
 - ▶ Are the right people present?
 - ▶ Is the equipment identified by number and description before any work begins?
 - ▶ Are there discrepancies, and are the right people available to address the discrepancies?
 - ▶ Have all potential hazards been reviewed and mitigations discussed?
 - ▶ Was the work scope reviewed?
 - ▶ Is the proper documentation present and completed to the standard?

*Taken from the Joint Job Site Visit JLA form in the Impact ERM database



LOTO Audits

■ Purpose of LOTO audits

- Audits are used to understand the level of compliance and effectiveness of the Lock Out/Tag Out (LOTO) process so the safety of employees involved in LOTO activities is assured
- The intent of the audit process is to identify strengths and improvement opportunities so the LOTO process can be implemented consistently throughout the Refinery

■ Action to take after completing Audits

- Audit findings are reviewed by the Shift Team Leaders with the crews. Discussions of audit findings identify items meeting compliance and explain how to correct deficiencies
- This information is entered into the PSM database or in the Audit portion of the Turnover

■ Supplemental LOTO Audits

- Similar to LOTO Audits
- Uses the LOTO Audit form
- Performed on Nights and Weekends as a "coaching tool" for Head Operators to their Operators
- Unofficial Crew Audits performed when possible

■ Blind List Field Verification

- During nights and weekends (when no maintenance personnel is present to do formal LOTO audits), HOs will verify Blind Lists in field

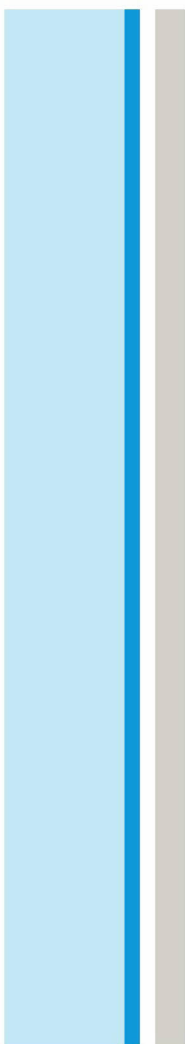


Procedure Flows

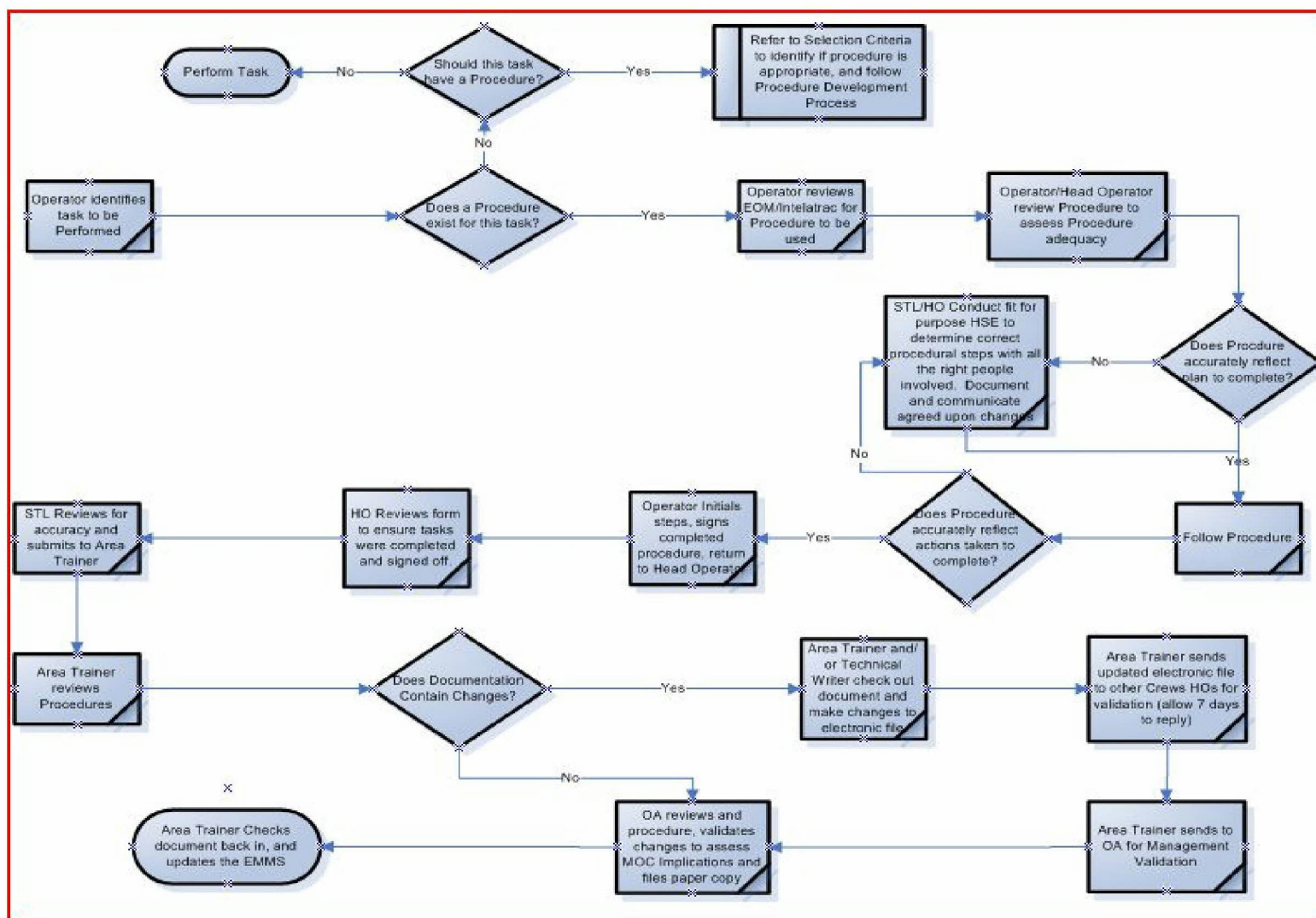
■ Procedure Use and Validation



Procedure Review
Flow



Procedure use and Validation Process

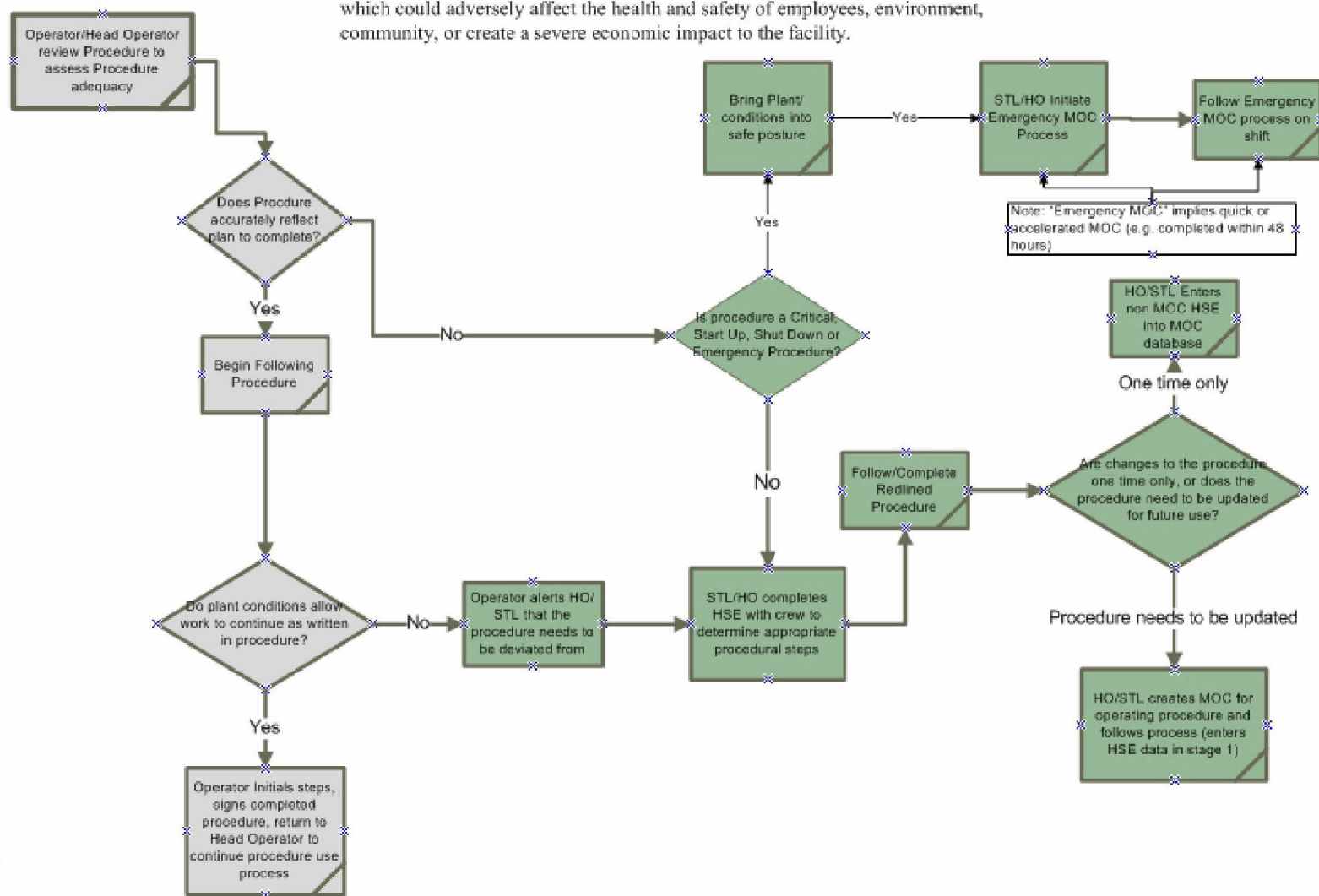




Procedure Deviation Process

Emergency Work (RI-370 Definition):

This is work that must be performed immediately to avert an undesirable event, which could adversely affect the health and safety of employees, environment, community, or create a severe economic impact to the facility.





Procedure Use: Roles

Operator Responsibilities

- Use a Procedure where ever one exists for a given task
- Red-Line the procedure when deviations from the Procedure occurred, or when a better way to execute the Procedure has been identified
- Use a Job Aid when performing a task that you haven't performed recently or if you want further clarification
- Hand deliver the Completed Procedure or Job Aid used to Head Operator at the end of shift



Procedure Use: Roles

Head Operator Responsibilities

- Work with STL at start of shift to identify, where possible, Operator tasks that require a Procedure or could benefit by following a Job Aid
- Ensure Operator completes assigned Procedure and/or Red-lines any changes or improvements needed to procedures
- Review the completed and/or Red-lined procedure for accuracy
- Review Procedures submitted by other crews and provide feedback on the proposed changes to Area Trainer



Procedure Roles (cont.)

Shift Team Leader

- Ensure HO understands daily tasks that require a Procedure and assigns Operators
- Ask Head Operator at end of shift for any Procedures or Job Aids completed/used, and review for accuracy
- Turn completed and updated Procedure documents to the Area Trainer

Area Trainer

- Review all Procedures and Job Aids completed, used, reviewed and Red-lined
- Make changes to electronic file and distribute to the HOs on each crew to review and validate
- Give updated Procedure to OA for final validation
- Update EMMS and upload new document to EOM
- Tabulate Procedure Review/Usage frequency by crew

Operating Assistant

- Review and validate all updated Procedures given by Area Trainer
- File, in a secure location, "completed paper Procedures" to be kept for 7 years



CREW MANAGEMENT



Operational Discipline

- What you all have said about Operational Discipline (during various interviews):
 - Key Strengths:
 - ▶ Common understanding of the importance of RI 9900
 - ▶ Widespread knowledge of the roles and responsibilities around RI 9900
 - ▶ Head Operators understand that they are a leader for their crews
 - ▶ Recognition that the focus of Operational Discipline is not outside the normal expectations of your role
 - Areas of Opportunity:
 - ▶ Expectations are not consistent across Operating Areas and even Operating Crews
 - ▶ A need for greater clarity around the expectations for using Procedures and how they are updated
 - ▶ The need for improved communication between the STLs to HOs is needed
 - ▶ The Joint Job Site Visits could be done much better



Shift Expectations Tool

■ Why?

- To establish shift expectations (a standard) which will provide greater consistency from crew to crew (fill in the gaps).
- To create a pro-active workforce and not a reactive workforce (What action(s) will be taken?).
- To improve/establish effective work habits (which includes CBO's).
- To help HO/STL track agreed upon shift activities.
- To improve STL/HO communication (mid-shift communications).
- To enhance turnover information and utilize it as the valuable tool it was intended (reduce the potential for incident, track progress of critical work or troubleshooting efforts from crew to crew, and utilized to provide important immediate information for incident investigations or follow up verification).



Shift Expectations Tool

“Most of us do most of this most of the time...but not all of us do all of this all of the time”

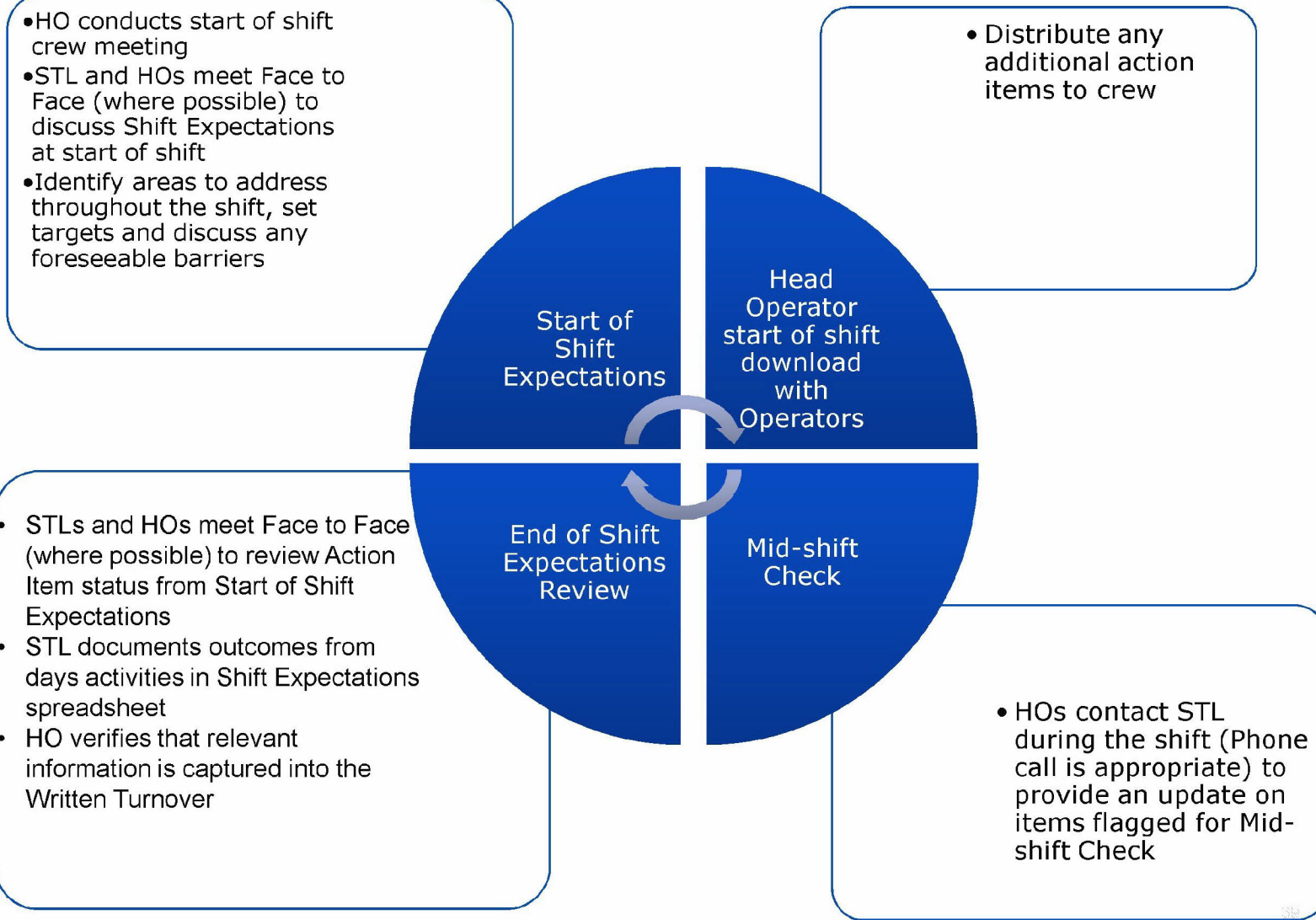
- Shift Expectations Tool



Shift Expectations
Tool



Crew Management



A decorative vertical bar on the left side of the slide, consisting of a light blue rectangle, a thin dark blue vertical line, and a thin grey vertical line.

KEY ROLES



Operational Discipline: Operations

Key Performer	High Impact Behaviors	How Progress will Be Measured
Head Operator (HO)	<ul style="list-style-type: none">•Meet with STL at start of shift to set daily activities•Set expectations and follow up with crew to complete daily activities•Conduct LOTO Audits and complete Audit form in turnover	<ul style="list-style-type: none">•Action Items Completed•JJSV LPOs completed•Procedures used/submitted for review•# Of Incidents•Cost of Incidents
Shift Team Leader (STL)	<ul style="list-style-type: none">•Meet with HO at start of shift to set daily activities•Meet with HO at end of shift to review completion of daily activities•Review metrics with HOs monthly•Meet with OD Coach once per month	<ul style="list-style-type: none">•Action Items Completed•JJSV LPOs completed•Procedures used/submitted for review•# Of Incidents•Cost of Incidents
Section Head	<ul style="list-style-type: none">•Attend End of Shift meeting once per week•Provide feedback to STL and HO on meeting effectiveness•Meet with OD Coach once per month•Periodically audit Shift Expectations documents	<ul style="list-style-type: none">•Action Items Completed•JJSV LPOs completed•Procedures used/submitted for review•# Of Incidents•Cost of Incidents
RBM	<ul style="list-style-type: none">•Attend End of Shift Meeting once per month and provide feedback to STL, HO and Section Head on meeting effectiveness•Review data with Section Head•Meet with OD Coach once Per month	<ul style="list-style-type: none">•Action Items Completed•JJSV LPOs completed•Procedures used/submitted for review•# Of Incidents•Cost of Incidents
Operations Manager	<ul style="list-style-type: none">•Review OD Metrics with RBMs monthly•Provide feedback to RBMs on progress made in their areas•Meet with OD Coach once a month to review status	<ul style="list-style-type: none">•Action Items Completed•JJSV LPOs completed•Procedures used/submitted for review•# Of Incidents•Cost of Incidents



Your Role: RBM

■ Implementation:

- Provide clear expectations to the Section Head on their role
- Sign up to attend one or more of the STL/HO OD Rollout/Training Sessions to:
 - ▶ Provide Case for Change
 - ▶ Share your personal experiences about being a Leader

■ Ongoing Support:

- Meet monthly with the OD Coach
- Review OD Progress with Section Head monthly and provide feedback
- Periodically attend an End of Shift Review between STL and HO and provide feedback
- Periodically review the Shift Expectations document to ensure they are being completed and the correct documentation is captured

■ How we will measure progress:

- Consistency of STL/HO meetings held
- JJSV LPOs completed
- LOTO Audits completed
- Procedures Used and Reviewed/submitted for validation



Your Role: Section Head

■ Implementation:

- Provide clear expectations to the STLs about their role to successfully deploy and sustain Operational Discipline
- Attend one or more of the STL OD Rollout Sessions to:
 - ▶ Provide Case for Change
 - ▶ Share your personal experiences about being a Leader

■ Ongoing Support:

- Meet monthly with the OD Coach
- Review OD Progress with STL monthly and provide feedback
- Each week attend an End of Shift Review between STL and HO and provide feedback
 - ▶ Note: This behavior is the most critical behavior to reinforce the occurrence of the STL/HO Shift Expectations discussion
- Periodically review the Shift Expectations document to ensure they are being completed and the correct documentation is captured

■ How we will measure progress:

- Consistency of STL/HO meetings held
- JJSV LPOs completed
- LOTO Audits completed
- Procedures Used and Reviewed/submitted for validation



Your Role: Shift Team Leader (STL)

■ Implementation:

- Attend and Participate in the STL/HO Training Session
- Share the OD expectations with the Operators during a subsequent shift

■ Ongoing Expectations:

- Meet with your HOs at Start of Shift to identify Shift Expectations
 - ▶ Fill out start of shift portions of the Shift Expectations document after start of shift meeting
- Check-In with HOs mid-day to discuss items flagged for "Mid-Day" Review
- Meet with your HOs at end of shift to review status of Shift Expectations set at start of shift
 - ▶ Complete Shift Expectations document throughout the day as action items are completed
 - ▶ Ensure relevant information is documented in the HO Turnover
- Once a week, attend/observe the HO/Operator meeting and provide feedback to HO
- Meet with your OD Coach once per month to review progress, discuss challenges and plan for feedback to give crew
- Review progress with your HOs monthly

■ How we will measure progress:

- Consistency of STL/HO meetings held
- JJSV LPOs completed
- LOTO Audits completed
- Procedures Used and Reviewed/submitted for validation



Your Role: Head Operator (HO)

■ Implementation:

- Share the expectations with the Operators during a subsequent shift

■ Ongoing Expectations:

- Meet with your STL at Start of Shift to identify Shift Expectations
- Meet with your Operators at start of shift
- Review progress with your Operators through out the day
- Document any relevant information into the HO Turnover
- Meet with your STLs at end of shift to review Shift Expectations set at start of shift
- Meet with your OD Coach as necessary or when requested

■ How we will measure progress:

- Consistency of STL/HO meetings held
- JJSV LPOs completed
- LOTO Audits completed
- Procedures Used and Reviewed/submitted for validation



WRAP-UP AND NEXT STEPS



Operational Discipline in Maintenance

■ Three Focus Areas

- LOTO
 - ▶ Four LPOs on JJSVs/month per crew
- Crew Management
 - ▶ Maintenance Supervisor and Head Mechanic meet daily to set Action Items for shift and review the completion of Action Items at the end of shift.
 - ▶ Coaching Observations: OD Coaches (includes supervisors) conduct select observations surrounding specific crew activities and share observations with Maintenance Supervisors and enter observations into IIPP Database
- Procedures:
 - ▶ Working with Learning and Development to validate Procedures, Job Aids, Checklists and Guidelines.
 - ▶ Will implement as they are complete
 - ▶ "To Be" Expectations: If a Procedure exists for a task on a specific piece of equipment, it will be used by the Mechanic



Coaching

■ Coaches:

- Mike Seidlitz
- Keith Beatham
- Doug Zimmerman
- Mark Materne
- Joe Smith
- Jim Alexander
- Dave Feiglstock

■ Monthly, meet with your coaches to:

- Review data
- Discuss barriers
- Plan what feedback to give your crew
- Celebrate successes



Assignment

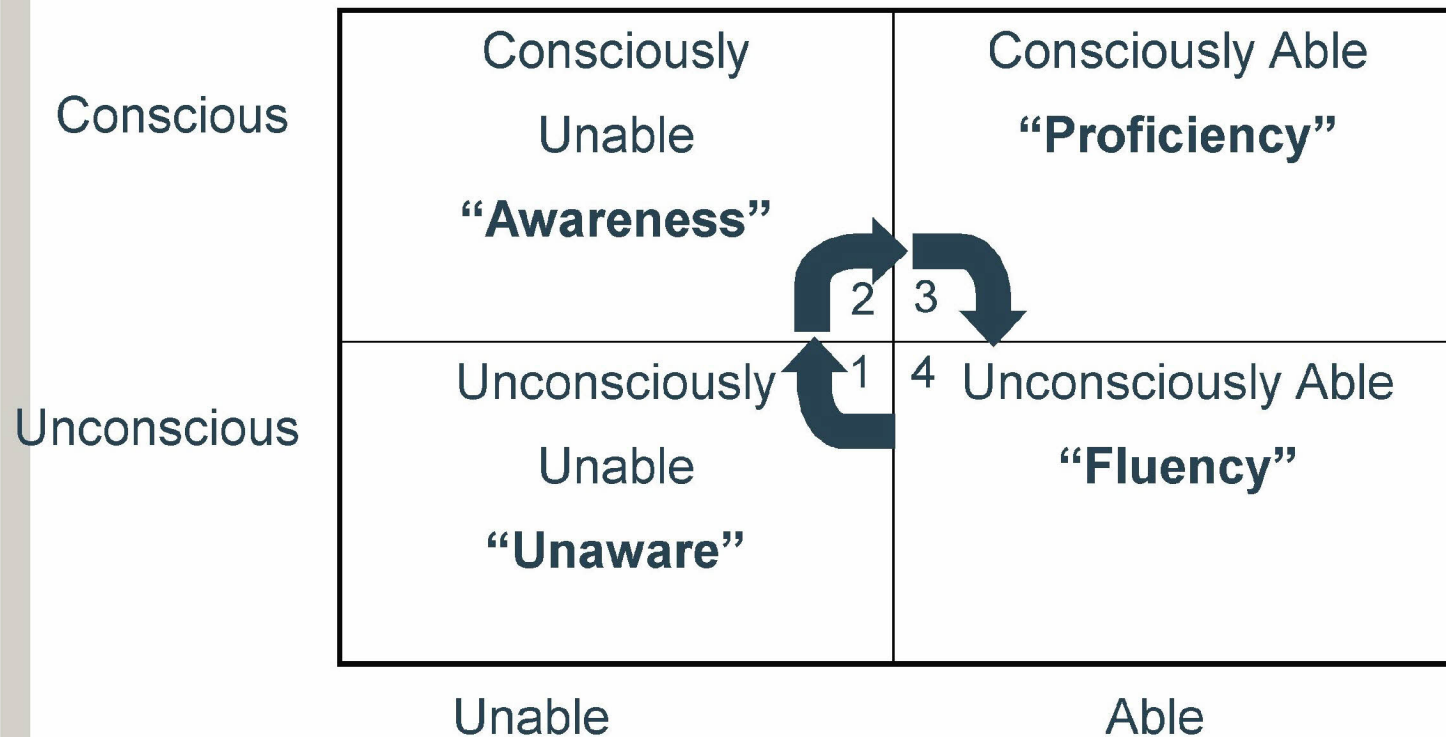
■ Putting OD into action

1. After you leave here...report to your RBM or Section Head's Office. They are expecting you
 1. With them you will...
 1. Plan for your rollouts to your crews
 2. Use the Shift Expectations Tool to conduct a "Dry Run" of what the Start of Shift meeting will look like

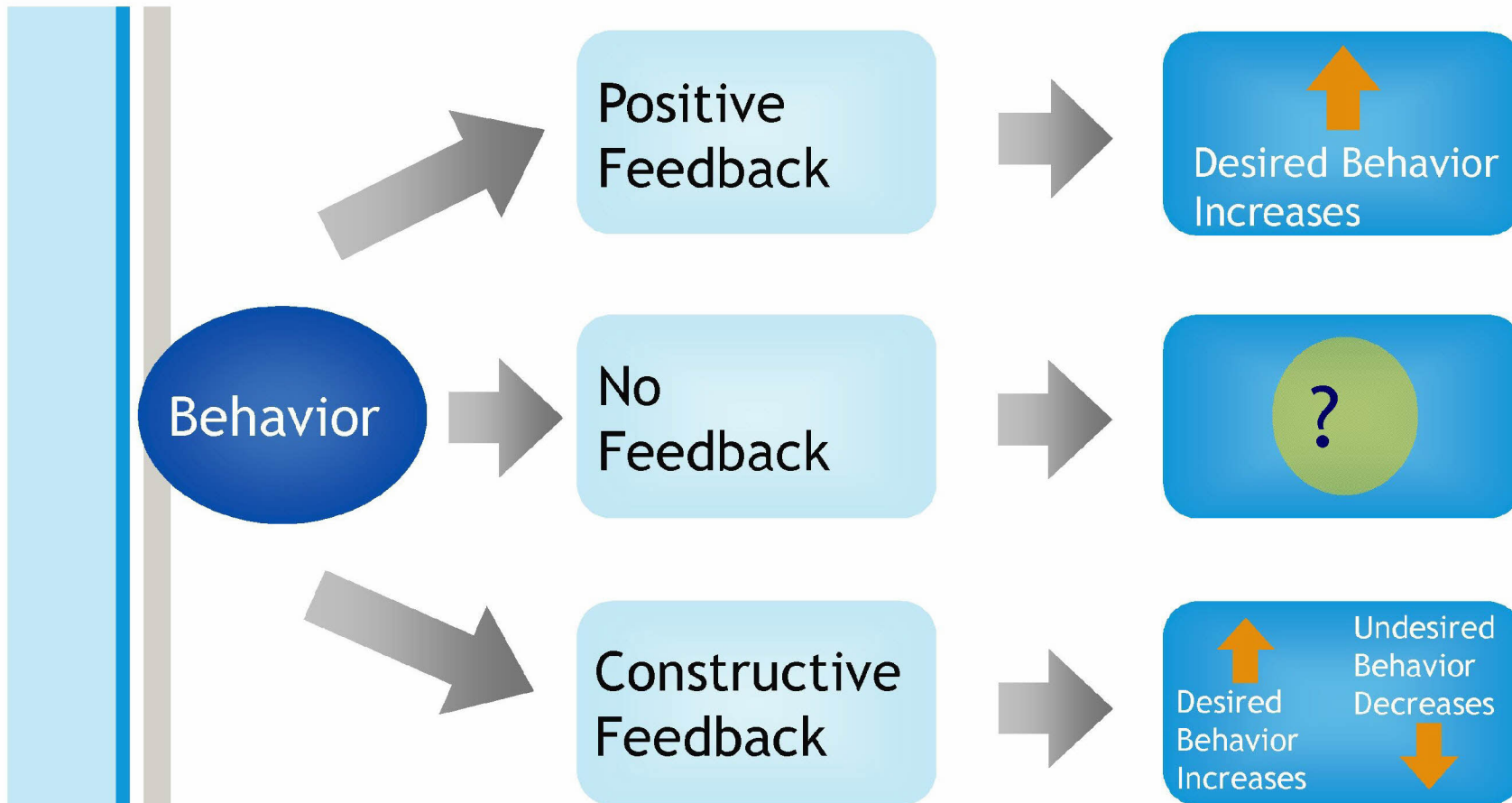
Your Progression: The Learning Curve



The more we practice, the better we get!



Feedback Is YOUR Duty





ROLLOUT TO OPERATORS: TO BE HANDED OUT



Operational Discipline

■ Operational Discipline at Richmond

- Two Phases
 - ▶ Phase 1: Operations, Maintenance and QCD
 - ▶ Phase 2:
 - ✦ Technical, HES, Plant Protection and others
 - ✦ Additional focus areas for Operations and Maintenance
- Initial focus for Phase 1:
 - ▶ Consistent Adherence to RI 9900 (LOTO) – Specifically the JJSV
 - ▶ Consistent Adherence to Following Work Procedures
 - ▶ Consistent Application of Crew Management Best Practices

■ What you all have said about Operational Discipline (during various interviews):

- Key Strengths:
 - ▶ Common understanding of the importance of RI 9900
 - ▶ Widespread knowledge of the roles and responsibilities around RI 9900
 - ▶ Head Operators understand that they are a leader for their crews
 - ▶ Recognition that the focus of Operational Discipline is not outside the normal expectations of your role
- Areas of Opportunity:
 - ▶ Expectations are not consistent across Operating Areas and even Operating Crews
 - ▶ Greater clarity around the expectations for using Procedures and how they are updated
 - ▶ Improved communication between the STLs to HOs is needed
 - ▶ The Joint Job Site Visits could be done much better



OD Expectations

- Daily Communication between the STL and the HO
 - Start of shift meeting between the STL and HO to set Shift Expectations
 - End of shift meeting to discuss Shift Expectations accomplished
- HO/Crew gatherings at start of shift (following STL/HO Start of Shift Meeting)
- HO attendance at Area Business Unit Meetings (Mondays, Wednesdays and Fridays)
 - Purpose:
 - ▶ Area Business Unit Daytime support provides HO with a view into the business unit decisions and future plans
 - ▶ Provide HO and STL a forum to discuss issues and concerns they may have
- Monthly Focus Area on Joint Job Site Visit LPOs
 - Each crew to conduct one JJSV LPO per month
 - Each crew to document LOTO Audits during Nights and Weekends
- Participation from your Supervisor/Manager
 - The Section Head and RBM will periodically attend your end of shift reviews
 - The Section Head will provide you with monthly feedback the execution of Operational Discipline



Our Expectations

- What we expect from you as an Operator
 - RI 9900/LOTO Adherence
 - ▶ Execute LOTO in accordance with RI 9900
 - ▶ Take the time to verify Mechanic understanding of Isolation Points and other associated hazards with performing work
 - Use of Procedures
 - ▶ If you perform a task that has an associated procedure, follow it
 - ▶ If the procedure does not accurately reflect the best way to perform the task, provide recommendations
 - ▶ If a task does not have a procedure, but the task is done infrequently or on high risk or critical equipment, inform Head Operator and we will initiate the development of a procedure
- What you will see from us your Head Operators
 - We will be providing specific work direction each day and asking periodically for an update
 - We will be observing the Joint Job Site Visits and providing coaching to you on how well the JJSV was performed
 - We will conduct more supplemental LOTO audits on nights and weekends
 - We will be reviewing procedures that you complete and asking for more detail around the completion and recommendations
 - We will be asking you more specific questions about your turnover on a daily basis

Recognizing Discretionary Effort

Explain When, Why, and How



Purpose – Meaningful Personal Recognition Done on a Regular Basis

When – Select a Recurring Team Meeting and Include a Short Topic on Recognition

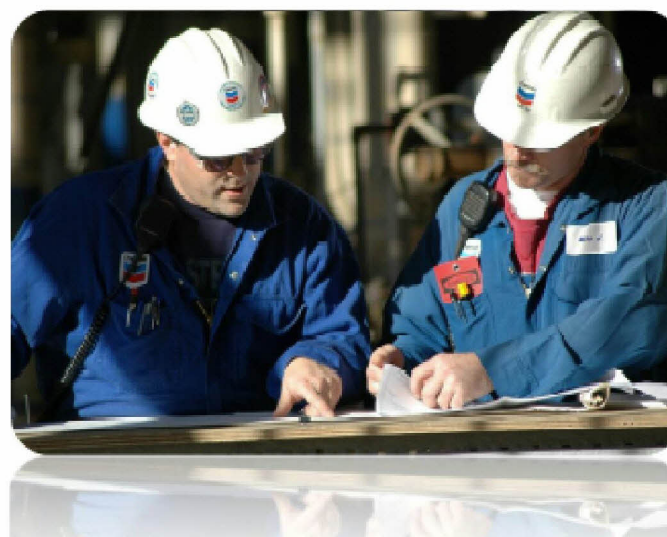
Why – We Have Many Great Things Happening and People Deserve to Hear That People See and Appreciate.

How – Identify a Pinpointed Task or Behavior That Had a Positive Impact on Our Business or Our Work Environment. Share It with Your Team "Who Did What?" and "Here's Why It Made a Difference." All Who Hear the Recognition Can Share the Recognition with the Receiver if They Were Not Present to Hear It.

Discussion Topic – end of day

IIF Behaviours for Building Trust

1. Listen First
2. Talk straight
3. Demonstrate Respect
4. Create Transparency
5. Practice Accountability
6. Right Wrongs
7. Show Loyalty
8. Keep Commitments
9. Extend Trust



How do you think this leadership training supports Incident and Injury Free?